INDEX

PREFACE vii

ACKNOWLEDGEMENTS ix

INTRODUCTION xi

CHAPTER 1 – UNDERSTANDING THE NATURE OF PRODUCT INNOVATION ALONG THE FIBER-TEXTILE-APPAREL FILIÈRE

1. Fashion: a world of systematic innovation 1
2. Defining the object of analysis: a multi-level approach 3
3. Our proposal of an eclectic methodological approach 22
4. Multiple nature of apparel development 27
5. From product to offering system innovations 30
6. Physical vs. symbolic and emotional attributes: product/brand innovation 36
7. Consistent Brand Identity Development and Communication System Model 44

CHAPTER 2 – INTRODUCING AN ECONOMIC EXPLANATION TO THE EXISTENCE OF MULTIPLE SOURCES AND DIFFUSION PATHS OF FASHION PRODUCT INNOVATION: IMPACT ON STRATEGY AND MANAGERIAL APPROACH

1. Fashion cycles: implications on apparel design and development 49
2. Product innovation as an information flow: trickle down, trickle across and bubble up theories of fashion adoption – Towards a democratization of fashion 56
3. A “tribal” marketing approach to succeed with bubbling-up fashion trends 64
4. Towards a managerial explanation of the dynamics regulating sources and diffusion of fashion innovation 67
5. Managerial implications of alternative fashion trend sources and adoption paths 71
6. Multiple sources of product innovation: one-to-one vs. many-to-one; the voice of customers vs. a chorus of voices 74
7. Reducing the costs of innovation-related information transfers 81
8. Integrating the sources of apparel innovation through long-term innovation-driven networks 84
9. Fashion merchandiser: responsibilities and capabilities extension 85
CHAPTER 3 – TOWARDS AN INTEGRATION OF A MULTI-POLAR SYSTEM OF PRODUCT INNOVATION THROUGH INTRA-FILIERE NETWORKING

1. Introducing perspective, object, and objectives 91
2. Reasons for being 92
3. Network resources and capabilities management 108
4. Performance measures, goals and responsibilities setting 120
5. Time compression as a risk-reducing factor: who pays for its cost? 127
6. Trend development as a bargain: the importance of trade shows and emerging consensus 130
7. Role of fiber manufacturers 132
8. Role of textile manufacturers: from suppliers to partners 134
9. Role of apparel retailers 152
10. How the need for fine-tuned continuous innovations can affect distribution strategies – Zara case 158
11. Bureau du Style, trend scouts, cool hunters, and other fashion trend forecasting systems 162
12. Freelance designers and outside design studios 165
13. Interview to Lorenzo Bartolini 168
14. Internal stylists and designers: collectors and creative people 170
15. Opportunities and pitfalls of localized product innovation networking: the unique case of industrial districts 175
16. Case studies 178
   16.1. Patrizia Pepe Firenze 178
   16.2. Sasch 182
   16.3. Lanificio Faliero Sarti & Figli 185
   16.4. Gruppo Lineapiù 186
   16.5. Cases analysis conclusions 189

CHAPTER 4 – IMPLEMENTING APPAREL PRODUCT INNOVATION: ANALYZING, PLANNING, AND EFFECTIVELY PROCESSING KNOWLEDGE AND CREATIVITY

1. Looking at the process with the eyes of the “glass box designer” 193
2. Ideas sources, generation and scoping 197
   2.1 Market research as a primary lever for ideas generation and screening: building in the voice of customers 197
   2.2. Creativity in apparel design 210
   2.3. Brand repositioning strategy and shifts in fashion trend research and analysis approach: the Levi’s Europe case 212
3. Merchandise planning 214
   3.1. Homework stage 214
   3.2. Collection guidelines definition 215
   3.4. Collection Plan 217
   3.4. Mapping and balancing the collection newness 231
   3.5. Gap Inc. 240
4. Development, prototyping and testing  245
   4.1. Design development  247
   4.2. Prototyping, sampling and testing: an iterative approach  250
   4.3. Design specifications writing and costing  250
5. Line presentation and editing  251
   5.1. Internal line presentation  251
   5.2. Role of external parties: validation vs. collaboration  257
6. Post-editing development  262

CHAPTER 5 — INTRODUCING NEW PRODUCT INNOVATION-RELATED TECHNOLOGIES IN A TRADITIONAL SYSTEM: TOWARDS A “CONTEMPORARY TRADITIONAL” FILIÈRE

1. The role of technology in apparel product development: a few initial hints  265
2. Computer hardware and software innovations (CAD, ADS, PDM, EPoS, Body Scanners): towards a set of mass-customization enabling technologies  267
3. E-research — Collecting traditional data with an innovative tool: opportunities and pitfalls  272
4. Internet as a product development globalization enabler/facilitator between multi-located co-innovators and digital districts  276
5. The web as a toolkit for end user’s self-design: ic3d.com case  280
6. Online service providers: the case of Worth Global Style Network  284

CONCLUSIONS  289

REFERENCES  293